

09

BRITISH SWIMMING ANNUAL REPORT AND ACCOUNTS



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On the cover: (l-r) Becky Adlington, Jo Jackson and Gemma Spofforth with their medals from the World Championships in Rome



David Davies



Chairman's report

It is with great pleasure that I present my first report as Chairman of British Swimming. From my appointment in December 2008, the last few months have flown by and I thank everyone in the sport who has made me feel very welcome. I hope you find this report interesting and that it reflects well on one of the most successful years in our history. The last year has been one of considerable success in and out of the water.

In taking over from my predecessor, Chris Baillieu, I would like to thank him for his efforts over two terms as Chairman, and commend to you his efforts in addressing a number of major issues of change in the sport. We wish him well in the future. Alan Clarkson also left the Board after many years' service and became the first ever recipient of the British Swimming Fellowship, in recognition of his devoted service to the sport.

One of my first tasks was to complete the recruitment of Board members and I am pleased to report that Craig Hunter, Michael Power and Guy Davis were confirmed as Independent Directors in January 2009 and Wai-yin Hatton joined the Board in June 2009. She will take a special interest in disability matters, as well as bringing additional expertise. The Board of British Swimming is now held up by UK Sport as a model of good practice in leadership and management.

Early in 2009, the Board reviewed its strategic priorities through to 2012. We aim for the London Olympics to be our 'best ever Games' and for the UK to be the 'best swimming nation in the world' by 2020. These are ambitious goals and ones that we believe are achievable given the necessary commitment and investment. We are particularly grateful for the evolving partnership with UK Sport and the financial investment through the Lottery. Our success in the pool would not be possible without this and the support provided by other major sponsors and stakeholders, as outlined later in this report.

I wish to take the opportunity to salute and thank all those dedicated volunteers who serve our sport so well, each year and every year. As I go round the country, I never cease to be impressed with the swimming family and the power of their support. In addition, we have been very successful in securing financial resources from government and sponsors as well as recruiting an excellent team of professional staff to lead our journey to our goals. Many nations are envious of the scale and quality of our resources – people, facilities and finance. We have laid excellent foundations for the sport and I look forward, with my colleagues on the Board, to delivering an excellent performance through to and beyond London 2012.

Alistair Gray
Chairman



Chief executive's report

It has been a remarkable year starting with Manchester's staging of the first ever FINA Swimming World Championships in Great Britain. With a new innovative events team, we took the sport to another level in terms of presentation, and our athletes performed magnificently.

Next was the Beijing Olympic Games where our swimmers delivered great success in so many ways and finished third overall in the medal table. Everyone seemed to sense that Swimming had moved on and we were now a top-level sport under the leadership of Michael Scott and his team. However, our divers gave us cause for concern with little to cheer in that area. A few weeks later, Beijing welcomed our disability swimming team who competed well and achieved their targets. But with many more nations now striving for success in the pool, we finished fourth in the medal table and with a need to find more talent for London.

Following the Olympic and Paralympic Games, we spent considerable time finalising budgets with UK Sport on the funded sports. For most, the outcome was fair. However, our water polo team had their budget cut by 75 per cent and this has seriously affected their preparations for London 2012. Having now made some tough decisions, we believe that, with the support of the players, we can still deliver two teams at the Olympic Games in three years' time.

After many years' service to British Swimming as a Board member, Alan Clarkson stood down. We have been able to promote British interests onto the various committees of LEN and LEN Bureau and we staged a LEN Bureau meeting in York to give Alan the opportunity to entertain his European friends in his home city. Following this,

our minds turned towards the FINA elections at the 13th World Championship in Rome. We continue with our international events strategy linked to performance and in addition to the World Swimming Championships in Manchester, staged a World Diving Series event in Sheffield, a European Junior Synchronised Swimming Championship in Gloucester, the first international synchronised swimming event staged in the UK for more than 10 years, and also a European Nations Women's Water Polo Trophy. This all works to build expertise within British Swimming and ensure our organisation and athletic performances at London 2012 are the best we can deliver.

Our focus remains the forthcoming London Olympics, and we work regularly with LOCOG (the Organising Committee) and other agencies to ensure that the Games will be the best they can be for British athletes. We continue to look further ahead as we aspire to be the best swimming nation in the world by 2020. To achieve this, we need the strongest team of people in the sport working together and I am delighted that, as we drive towards our objectives and prepare to move into our new headquarters in Loughborough, we have turned our minds more towards the progression and personal development of people.

Finally, my report would not be complete if I did not welcome back, as sponsors, both Speedo and Kellogg's who have worked so hard with us to build our sport. I also welcome wholeheartedly our latest principal partner, British Gas who have truly embraced what we are endeavouring to achieve.

David Sparkes
Chief Executive

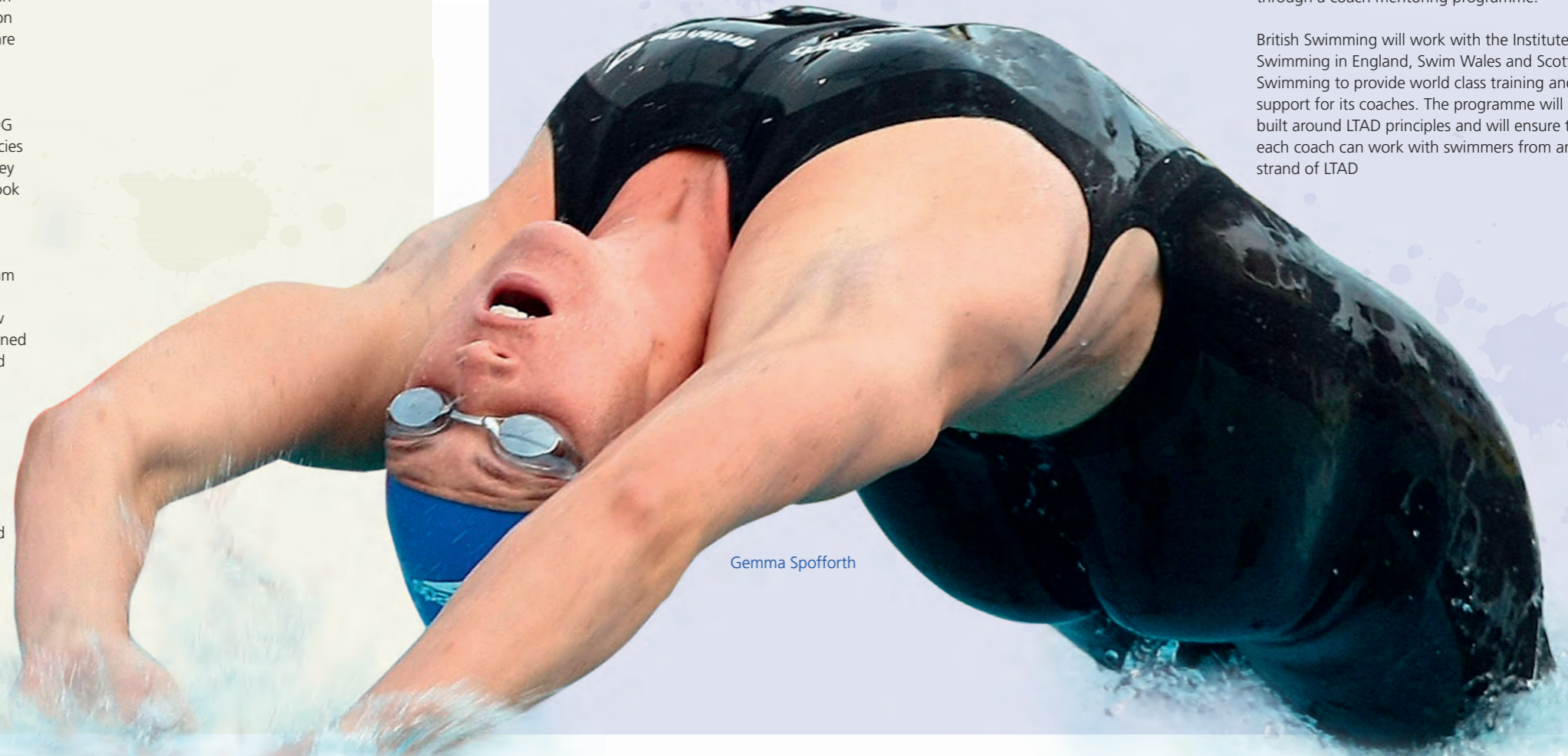
Section one	Athlete Development - achieving individual potential
VISION	To ensure everyone can achieve his or her personal goals and to ensure that we achieve gold medal success. The development of swimmers to their full individual potential is an important factor and we will achieve this by ensuring that all swimmers have a quality coaching and training environment at each stage of their development.
WINNING ATHLETES	Swimming will: Ensure there are sufficient coaches at all levels, accessing a comprehensive coach education programme, in line with UKCC standards.
	30 coaches on the Select Programmes for all disciplines.

01. Athlete development

The Select Coach programme no longer exists but a group of coaches has been identified by Chris Martin who now oversees world class programmes swimming coach development. These coaches are invited to regular workshops and have exposure to international programmes.

British Swimming aims to provide a comprehensive long term coach development (LTCD) structure in line with the UK Coaching Framework. This includes qualifications that meet the UK Coaching Certificate standards, a quality assured CPD seminar programme, and support for new and up and coming coaches through a coach mentoring programme.

British Swimming will work with the Institute of Swimming in England, Swim Wales and Scottish Swimming to provide world class training and support for its coaches. The programme will be built around LTAD principles and will ensure that each coach can work with swimmers from any strand of LTAD



Gemma Spofforth

Section two	Excellence - swimming to win
VISION	To ensure that we achieve gold medal success. Swimming remains focused on the achievement of success at Olympic and Paralympic level.
WINNING ATHLETES	Swimming will: Provide a comprehensive, co-ordinated elite training programme based on LTAD. Provide a comprehensive, national competition framework leading to selection for major international events.
	336 competitors on elite programmes - all disciplines. 116 elite coaches - all disciplines. 16 Performance Centres / University based programmes - all disciplines. 1 national competition framework per discipline.

02. Excellence, swimming to win

Swimming, Diving, Synchronised Swimming and Disability Swimming have all been allocated full performance funding for the period of the London Olympiad, 2009-2013. All funding will be reviewed by UK Sport after two years to ensure that the maximum impact has been gained from the various investment decisions, and that the right medal opportunities are being prioritised. In terms of water polo, they were unfortunately one of the eight sports who were only awarded a basic level of funding through to 2012. This was a 75 per cent cut based upon its funding level in the financial year 2008/2009. We are continuing to explore all options for identifying additional income

streams that may assist the sport's aspirations to see both the men's and women's teams compete in London 2012.

Over the last 12 months, the technical staffing structures have again seen an expansion, in particular in relation to the swimming staffing structure following the establishment of the British Gas Intensive Training Centres (ITCs). There are now 70 employees working within World Class.

In terms of athletes on a World Class Programme, most of the disciplines have seen a reduction in the number of athletes due to tighter selection criteria being set in the lead up to London 2012. Swimming now has 33 athletes on the WC Podium Programme and 46 athletes on the WC Development programme compared to 36 and 54 last year. Diving has seen a reduction in athlete numbers on the Podium Programme but an increase in the number on the Development Programme. There are now 12 athletes on Podium and 18 on Development compared to 14 and 15 last year. Disability Swimming has also seen a reduction in athlete numbers with 31 athletes on Podium and seven on Development compared to 38

Liam Tancock

and 10 in 2007. Synchronised Swimming has remained the same with 11 athletes currently on a World Class Programme and Water polo has seen a reduction in athlete numbers and currently has 37 athletes on the WC Development Programme.

Since the success at the Beijing Olympic Games, all attention has been turned to the preparations for the London 2012 Olympic and Paralympic Games. Each discipline has entered into its London Olympiad Training and Competition Plan that leads up to and includes the London 2012 Games. The quadrennial Training and Competition Plan for each discipline will evolve during the four-year period to ensure it provides the best opportunity for athletes to perform in London 2012 and leave a substantial legacy beyond 2012. This will involve maximising both racing and training opportunities for all athletes with the focus being on preparing to compete and win medals in London 2012.

For Swimming, Diving and Synchronised Swimming, the FINA World Championships that took place in Rome in July 2009 were the first major competition since the Beijing Games and they were a good point of reference to see how our preparations are taking shape in comparison to the other top nations. Disability Swimming has its IPC European LC Championships in Iceland in October 2009 and the IPC World SC Championships in Brazil in December 2009. These events will be Disability Swimming's first major competitions since Beijing and will again provide a good benchmarking opportunity against our competitors. The focus for Water polo is to structure a programme that enables us to continue to grow in performance terms over the period leading up to the London Games to enable both the men and women's senior teams to perform competitively in 2012.

The quarterly submission as part of the Mission 2012 process has been revised to being three times per year. This has been welcomed in terms of reducing the amount of time spent on paperwork whilst still retaining the thrust of the Mission 2012 initiative.

World championships July 2009

Swimming

Suits were the big story in Rome but behind the polyurethane Britain's swimmers produced one of the nation's best results in the history of the FINA World Championships.

Britain's two gold, three silver and two bronze won in the pool compared well with the two best performances by previous GB teams – two gold, one silver and five bronze in Colombia in 1975 and two gold, three silver and three bronze in Barcelona in 2003. In a chart of points allocated for medals and final placings, the British Gas Swimming Team came third behind the two leading swimming nations, the USA and Australia. In straight medals table, Britain were sixth behind the dominant USA's 10 gold, 6 silver, 6 bronze, 22 total. Germany were next, then China with Australia fourth and Italy fifth.

Around 40 British records were broken in Rome, not to mention a couple of world records by Gemma Spofforth and Liam Tancock and two European records by the women's 4x200m freestyle team. But national performance director Michael Scott said that in these suit-dominated championships, records were 'neither relevant nor appropriate'. He preferred to make other comparisons.

'We have made 27 finals, 25 of those in Olympic events,' he said. 'That compares to Beijing where we had 21 finals. In Montreal

we had 12 finalists but only seven in Olympic events. In Melbourne we had 18 finalists with 15 in Olympic events. So in terms of depth and number of appearances in finals, we have certainly raised the bar.

'In Beijing we had three medals in the pool – a conversion from 21 finals. Here we have had a conversion rate of 27 finalists and seven medals in the pool. We also had sixth fourths so we are on the money in terms of our results. We have also made all six relay finals, which we didn't achieve in Beijing, and we have made the podium in a relay for the first time at world or Olympic level since 2001.'

Scott said his one disappointment was that not enough new swimmers had broken into the team this year. 'In the first year of your four-year cycle, you do need new blood coming in,' he said. 'But 2010 is an opportunity. It's a crunch year for British Swimming and we do need people that have been successful at junior level to really step up. Seventy-odd swimmers from the three home nations will be competing in the Commonwealth Games and that is an opportunity to get those swimmers into international competition.'

He added: 'We have made a clear step forward but we still have a long way to go.'

British medals

Gold

Gemma Spofforth, 100m back;
Liam Tancock, 50m back

Silver

Fran Halsall, 100m free;
Jo Jackson, 400m free and 800m free

Bronze

Rebecca Adlington, 800m free
Women's 4x200m free relay of Jo Jackson,
Jazmin Carlin, Caitlin McClatchey and
Rebecca Adlington >

Jo Jackson with one
of her silver medals





Keri-Anne Payne bettered her Olympic silver medal by taking gold in the 10k open water

Tom Daley, who became the youngest world champion ever at the age of 15



< Open water

Olympic silver medallist Keri-Anne Payne took the plaudits for Britain with a golden performance in the 10k. She led from the start and for 1 hour and 49mins, until she came under strong pressure from Italy's Grimaldi and Russia's Seliverstova, but she responded, moved to the front again, made an excellent turn and had a body length lead as the chop increased and they headed for the finish. Keri-Anne would not be denied and she looked strong to the end banner, grabbing the gold in 2:01.37 from Seliverstova 0.9sec behind and Grimaldi a further 0.6 behind her.

'It feels amazing to be world champion,' said Keri-Anne. 'I was anxious but excited coming into the event. There's a lot more pressure on me since my Olympic silver medal swim and I felt it before the race today. Every single open water swim you do is different but I had done a lot of good training leading into it and that gave me confidence knowing the hard work had been done.'

Keri-Anne had expected defending champion and Olympic gold medallist Larissa Ilchenko to challenge for the title but the Russian was forced to withdraw after about 6km, this after her silver in the 5k the day before where she picked up an injury to her left leg and was struggling to move it.

Katy Whitfield (Stockport ITC/Metro) finished her first major international 10km in 35th place, whilst Charlotte Woolliscroft from Shiverers was 25th in the 5k.

In the men's 10k, Daniel Fogg swam a tactically sound first three laps of the 2.5k course putting himself in fourth place and ready to challenge for the medals, but his inexperience cost him into the next buoy and he ended up in 26th place from where he fought back to finish in a very creditable 17th in 1:52.04, just 42 seconds behind after nearly two hours of swimming. The British Gas Swimming Team's other entrant, Craig Hamilton was 34th in 1:58.55.

In the men's 5k, Britain's Richard Charlesworth was 24th in 57.57 and commented, 'That was the most physical race I've ever been involved in, it's my first world championships, it's a bigger event and it was always going to be more demanding as it means more to every swimmer out there. It's hard to prepare yourself for that but I'm still learning about the open water events. It was different from any other race and it showed because both packs of swimmers were all over the course. I think if one swimmer had chosen the right lines to take around the course then they probably would have won.'

Alfie Howes, who was eighth in the French nationals and the recent European juniors, was 33rd in 59.36.

Diving

National Performance Director Alexei Evangulov was impressed with his squad as they achieved one of the most successful performances of a British diving team at a world championships, third place in the medal table.

'I think this was a great performance from the British Gas Diving Team,' Evangulov said. 'We have had seven finalists, six top eight finishes and one gold medal (from Tom Daley who became the youngest world champion ever at the age of 15). The performance of the team has made me hopeful of future successful performances because we have been mainly successful here.'

'My overall impression has been very good and I think they performed better than I expected them to. It has been very good.'

What is going to be good for the future is that we have some good 'b' level and junior athletes coming through and this will mean that there will be competition for places on the national squad. I think it would be good for the divers to fight for places on the squad.'

GB finalists

Tom Daley 10m platform 1st
 Peter Waterfield 1m springboard 4th
 Monique Gladding and Megan Sylvester 10m synchro 6th
 Nick Robinson-Baker and Ben Swain 3m synchro 7th
 Rebecca Gallantree 1m springboard 7th
 Tonia Couch 10m platform 8th
 Max Brick and Tom Daley 10m synchro 9th >



Asha Randall and team-mates compete in the Team Free Final



Monique Gladding

Section three	Facilities - 2008 to 2009
VISION	<p>The provision of suitable and appropriate facilities for the needs of the sport is fundamental to achieve all of Swimming's Mission. There is a need to ensure that the individual and collective needs of the community and the different, specific needs of aquatic disciplines are addressed, including the need to ensure adequate training facilities and the facility requirements for major events.</p> <p>The National Facilities Strategy will continue to provide much needed guidance material for the provision of adequate facilities for all aquatic disciplines.</p>
WINNING ATHLETES	<p>Swimming will: Work closely with all agencies providing the leadership to ensure that there is a comprehensive, affordable and hierarchical network of facilities developed to service the future demands of the community and the sport. Encourage those involved in the building of new facilities to ensure that they are designed in such a way that there are no barriers to access for religious, cultural, financial or mobility reasons. Continue to lobby for facilities to be affordable with appropriate access for all programmes and lobby to ensure that existing facilities are kept well maintained and up to date to service the needs of the sport.</p> <p>34 x 50m pools. 63 x 25m 8 lane pools. 8 x international standard diving facilities.</p>

< Synchronised swimming

There was a definite sense in Rome that British synchro is on the way up led by Jenna Randall who not only swam 12 routines, prelims and finals, but also made six finals and showed real improvement, along with duet partner Olivia Allison, and the other British Gas Team swimmers. In fact, GB made finals in every event bar the technical team.

NPD Biz Price commented: 'When we finished 15th on the first day in the technical team, it was slightly disappointing but I really believe that the judges just weren't prepared for us. They just didn't know what to make of us but also the technical team is a bit weaker for us. However the girls weren't discouraged and from that event we just flew, and the team finished four points higher in their events than teams that beat us at the Europeans.'

The free team programme saw us comfortably ahead of Brazil which was an aim for us before the competition began. We had to prepare well for this meet, we had lots of meetings that acted as reminders to the girls

to be mentally strong because they have to be strong for five minutes through a routine and it is important to get them in the right mind set early on.

They impressed me with their ability to handle stressful situations and when things changed or something new was thrown at them they never let it bother them.

This competition hasn't just been a step towards 2012 but a giant leap for us as we prepare for the home Olympics.'

British Gas Synchro Team Results

- Solo technical Jenna Randall 8th
- Solo free Jenna Randall 9th
- Duet free Jenna Randall and Olivia Allison 10th
- Duet technical Jenna and Olivia 11th
- Team combination 7th
- Team free 11th
- Team technical 15th

Britain had no water polo teams at the world championships.

03. Facilities - 2008 to 2009

Last year's report focussed upon the considerable increase in the number of indoor 50m pools in this country since 2000 and the number of pools we may have by 2012 if all the present schemes come to fruition. It also suggested that this number was not a cause for celebration and that in comparison, particularly with France and Germany, we still lag a long way behind.

Nevertheless, despite some minor setbacks, the year has shown progress with the pool schemes referred to in last years report and a number of other schemes have been confirmed.

50m Pools

In England at the start of the year under review there were 17 50m indoor pools. However, the increase in pools following the opening of the Sunderland Aquatic Centre in April, which provides a 50m by 10 lane pool, a separate diving/learner pool and 500 seats, was nullified by the closure of the Wigan International later in the year. Nevertheless there was considerable progress on the following schemes:

- The construction of the **Portsmouth Pool**, which is included in a redevelopment scheme for the Mountbatten Centre has been

completed and provides a 50m by 8 lane pool, a learner pool and seating for 200.

- The **Corby East Midlands International Pool** which provides a 50m by 8 lane pool incorporating diving, a 20m by 4 lane swim down/learner pool, leisure water and seating for 400 is also nearing completion and is scheduled to open in July 2009.

- The **Hillingdon Sports and Leisure Centre** includes a 50m by 8 lane indoor pool, leisure water and seating for 250 which can be increased for events together with the refurbished lido which also provides for outdoor 50m swimming. The project is scheduled to open in January 2010.

- Construction work on the **University of Surrey Sports Complex**, which includes a 50m by 8 lane training pool with nominal seating, commenced in July 2008 and the completion date is January 2010

- Work is due to start on the **Basildon Sports Village**, which includes a 50m by 8 lane pool, learner pool and 400 seats with a September 2011 completion date.

- Tenders for the construction of the **Plymouth Life Centre**, which includes a 50m by 10 lane pool, diving/learner pool with international standard boards, leisure water, dry diving training area and seating for 650, are due to be returned in September 2009 and the completion date for the project is September 2011.

- The regeneration project for **Hengrove Park in Bristol**, which includes a sports centre which houses a 50m by 10 lane pool, a learner/swim down pool and seating for 400, has been delayed. However, work on access to the site and services has been ongoing and the new programme for the construction of the sports centre and pools is for a start on site in December 2009 with completion in September 2011.

- The Birmingham City Council has made the decision to go ahead with the **Birmingham Aquatic and Leisure Centre** on a site adjacent to the Birmingham Indoor Arena in the Centre of Birmingham. The new Centre will include a 50m by 10 lane pool incorporating diving facilities to international standard, a learner/swim down pool, leisure water, dry diving training area and seating for 700. Work on site could start in November 2009 with completion by December 2011.

- **Luton** Council has confirmed the provision of a 50m pool and the building will include a 50m by 8 lane pool incorporating diving facilities to international standard, a learner/swim down pool, a dry diving training area and seating for 400. A feasibility study has been carried out which has proved acceptable and funding is in place. Design work should start shortly and a tentative completion date is early 2012.

- Lastly work on the **London Aquatic Centre** is proceeding well and the steelwork forming the roof will be completed by the end of July 2009. The building, which will provide a 50m by 10 lane competition pool, a 50m by 8 lane community pool, a diving pool with boards to international standard, a dry land area for diving training and land conditioning and 2,500 seats which can be increased to 3,500 for major events will be completed in February 2011 ready for handing over to the London Organising Committee for the Olympic Games to add the Olympic overlay which includes increasing the seating to 17,500.

There are also a number of somewhat tentative ongoing schemes for indoor 50m pools in England, which subject to securing funding, could see pools developed as follows:

- **Newcastle upon Tyne and Teesside** where there are proposals for 50m by 6 lane pools.

- **Hastings and Rother Borough Councils** where there is a proposal that rather than build two new 25m pools, consideration should be given to providing a 50m pool.

- **The Universities of Cambridge, Manchester Metropolitan at its Crewe Campus and Warwick** all have ambitions to provide 50m pools

It should not be forgotten that two of the existing 50m pools namely **Crystal Palace** and **Coventry** are over 40 years old whilst the **High Wycombe** pool is over 30 years old. However, Crystal Palace has been the subject to a refurbishment which included improvement to disability access, revamping the changing rooms, repairs to the heating and ventilation,

replacement of the water treatment plant and renovation of the diving facilities which should ensure its fitness as a training centre for the Olympics and beyond whilst there is a promise of its replacement. The Coventry pool also features in the plans for a major redevelopment of the Coventry City Centre which should take place by 2014 and the High Wycombe Council has given a promise that the 50m pool which was under the threat of closure will either be refurbished or replaced.

In Scotland, Glasgow's winning of the 2014 Commonwealth Games has put swimming facilities into the spotlight and work is ongoing on the redesign of the **Tollcross Leisure Centre**, where the swimming will be held, to increase the seating to around 5,000 for the Games and to provide a permanent second 50m pool.

Similarly, the **Edinburgh Royal Commonwealth Pool**, where the diving and synchronised swimming will be held, is being refurbished and the work, which will commence in July 2009 includes the 50m pool being deepened and provided with a moveable bulkhead and floor, a reorientation of the diving pool which will meet full international standards and the provision of dry land training areas for swimming and diving with the work being completed in the autumn of 2011.

One of the problems that will result from the alterations to Tollcross and the refurbishment of the Commonwealth Pool is the loss of these facilities and the effect on training during work. Consideration is being given as to how the problem can be ameliorated.

Work on the scheme to provide a 50m pool in **Aberdeen**, which is a joint project by the City Council and the Aberdeen University with a promise of £5m towards the capital cost from the Scottish Government, is ongoing. Drawings and a business plan have been prepared and an application regarding the £5m was submitted by the city council to Sport Scotland in July 2009. The design includes a 50m by 8 lane pool and a separate diving/learner pool to international standard. The hoped for completion date is early 2012.

Additionally, in **Dundee** plans are well advanced to replace the Dundee Olympia Pool with a 50m by 6 lane pool with a completion date of early 2012.

25m by 8 lane pools

All of the 8 and 10 lane 50m pools being built include moveable bulkheads and floors and each will provide a 25m competition pool.

In England, 25m by 8 lane pools have opened during the year at **Abingdon** and **Whitgift Schools** and in **Braintree, Durham, Stafford** and **Watford** whilst construction work continued on pools in **Bletchley, Darwen** and **East Lindsey**. There are also confirmed schemes for 25m by 8 lane pools in **Bilston, Bolton, Harlow, Lancaster University, Leeds University, Matlock, Newcastle under Lyme, Southend, St Albans** and **Warrington** whilst there are schemes being developed in **Cannock, Derby, Nottingham** and **York University**.

Additionally during the year, 25m by 8 lane pools opened in Scotland and Wales in **Dumfries** and **Llandudno** respectively.

International Diving Facilities

Presently there are seven diving facilities that conform or nearly conform to FINA and British Diving standards for international diving,

By 2012 this number will have grown to 11 with the addition of new facilities in the **London Aquatic Centre** and in **Birmingham, Luton** and **Southend** whilst the existing facilities in **Edinburgh** and **Plymouth** will have been replaced. All 11 of the facilities will have boards to International standard and will be able to accommodate synchronised diving competition and training and, apart from Manchester, all will have dry land training areas which are so essential if our divers are to be able to compete on equal terms with divers from other parts of the world.

Additionally, the **Sunderland Aquatic Centre** provides sub regional diving and the opening of the **Corby East Midlands International Pool** will see a further sub regional diving facility.

Section four	International Influence
VISION	To ensure that we achieve gold medal success. British Swimming acknowledges the significant role it plays in providing skilled and knowledgeable administrators who, where appropriate, can influence the sport at an international level.
WINNING ATHLETES	Swimming will: Influence world swimming strategy and politics through representation on European and world decision-making bodies. Influence world swimming by staging major international events.
	2 representatives at FINA level. 1 representative at IPC level. 6 representatives at LEN level. 3 bids submitted for world and European events.

04. International influence

The recent FINA elections saw a number of new appointments helping British Swimming to achieve its objectives for international representation. Alan Clarkson has now retired as a member of the Technical Open Water Swimming Committee and has been replaced by Sam Greetham, whilst David Sparkes remains a member of the Disciplinary Panel. Melanie Beck, who has been Director of the FINA Diving World Series for the past two years, has been appointed to the Technical Diving Committee whilst Jenny Gray and Simon Rothwell have secured positions on the Technical Synchronised Swimming Committee and Masters Committee respectively. Freelance British journalist, Craig Lord has been appointed to the Press Commission.

At LEN (European) level, David Sparkes is a member of the LEN Bureau and the LEN EU Policy Commission and he is Bureau Liaison to the Medical Committee. Jenny Gray is vice chair of the Technical Synchronised Swimming Committee, Simon Rothwell is chairman of the Masters Committee; Craig Hunter is a member of the Swimming Committee; Ian Gordon is a member of the Medical Committee, whilst Sam Greetham is secretary of the Technical Open Water Committee and Alan Clarkson is a member of the LEN Audit Process.

Tim Reddish is chairman of the British Paralympic Association.

Britain has 52 people able to officiate at world (FINA) level split: swimming 14, diving 10, synchro 9, water polo 3, open water 4 and masters 12. This is a small increase on the previous year.

At European level, the total is 54 made up of swimming 14, diving 11, synchro 7, water polo 6, open water 4 and masters 12.

World and European events

Events delivered were:

- FINA Diving World Series, Ponds Forge, Sheffield, April 2008
- FINA Diving World Series, Ponds Forge, Sheffield, April 2009
- LEN European Junior Synchronised Swimming Championships, Gloucester, April 2009
- BT Paralympic World Cup (Swimming competition and field of play delivered by British Swimming on behalf of Fastrack events), Manchester, May 2009
- LEN Women's European Nations Trophy 2009, Manchester, July 2009
- FINA Water polo referees school, Manchester, July 2009

Bidded for:

- LEN Officials Seminar, Manchester, 4th - 6th September 2009



Hazel Musgrove was a member of the British Gas Water Polo team that won the LEN Women's European Nations Trophy 2009

Roberto Pavoni was the individual star with gold in the 400 IM



European junior championships

Swimming

The British swimmers had a five-medal haul (two gold, two silver and one bronze) at the 2009 European junior championships in Prague, but the opposition was tough and that meant ninth on the medal table behind the triumphant Italians who won 30 medals. Roberto Pavoni was the individual star with gold in the 400 IM. He went into the final ranked second just behind Hungary's Gergely Gyurta and knew he had a battle on his hands if he wanted to retain his European Junior title.

It was a real battle throughout but breaststroke leg saw Pavoni show his strength and skill and keep a slight lead but as the race moved to freestyle, Gyurta still looked in with a chance of catching him. Gyurta had an impressive final turn and moved onto Pavoni's shoulder but the Brit dug in and fought hard to ensure he won the gold with a new personal best time of 4:17.27. 'I wanted to do that so much,' Pavoni said. 'It is the first time I have cried after a race through happiness and pain. I gave it everything and I am dead now. My head was playing games with me. I went into the race knowing I could win it but my head was telling me I was too tired but I worked through that.'

After receiving his medal, Pavoni added: 'It is all worth it with this on my neck. I am just gobsmacked. I think it will take a while to sink in. To see my dad's face after the race made it worth everything. My family has supported me all week which has been great. The British team were great too, I could hear them every step of the way which pushed me on. To come back and win the gold again means so much and I am really happy to have done it. I am so grateful to my coach Chris [Nesbit] for all of the hard work he has put into my swimming and his belief in me. I am just so happy right now.'

Britain's other gold came in the girls' 4x200m freestyle relay in a new European junior record. Danielle Stirrat took the first leg and handed over to

Eleanor Faulkner. Emma Graham swam next before Anne Bochmann's speed in the final 25m helped the team to gold in 8:08.31.

'I'm really pleased for us all,' Bochmann said. 'I just wanted to do a really good relay split as I have not had the best meet and I didn't want to let the team down. Everyone's really happy with that performance. My final of the 200m freestyle didn't go well because I went out too hard and I wanted to make sure that I didn't do that in the relay. I was going to catch the Swedish team however possible. We were a bit nervous but we worked as a team to make sure that we were all ok for the start of the race.'

Aimee Willmott also did very well with silver in the 200 and 400 IM, and the bronze was won by Ann Morris in the 400m free.

Open water

Great Britain came within two seconds of a golden double as the next generation of open water swimmers gave their country its best-ever result at the European Junior Championships.

City of Sheffield's Ellie Faulkner won the girls' 5km event in 59min 56sec after swimming a great tactical race.

She timed her final push to perfection to leave 30 of Europe's best young distance swimmers in her wake.

Gareth Keating from Leicester Penguins looked on course to emulate Faulkner's efforts in the boys' event but could not quite hold on to Arten Podyakov over the final 100m.

The Russian took the gold in 55min 46sec, Keating the silver in 55:48.

All six British swimmers achieved top 12 places, Craig Hamilton and Alfie Howes coming fourth and sixth for the boys in 56:01 and 56:04, Kayleigh Dawson and >



Gold for the girls' 4x200m freestyle relay and a new European junior record



Jack Haslam dived to a personal best at the European Junior Diving Championships in Budapest

< Catherine Marcroft sixth and 12th in the girls' event (1:00:07 and 1:00:14).

Open water performance manager Mark Perry said: 'This is the best result ever for a British open water junior team and a great testament to the hard work put in by the swimmers and their home coaches. 'It proves once again that we are on the right track in selecting our swimmers and that those athletes and coaches that have embraced open water as just another swimming event were right to do so.'

More medals for divers

Saffron Sutcliffe and Hannah Starling kick-started Britain's medal tally with a silver at the European Junior Diving Championships in Budapest. The City of Leeds duo dived consistently in the 3m springboard synchro to score 255.90, 39 points adrift of the Russian gold medallists.

Jack Haslam added to the tally with bronze in the boys' Group B 3m event after a consistent performance that earned him a personal best score of 436.25.

Rachel Holland's 321.80 points left her just 0.4 from a bronze in the girls' B platform with Georgia Wingrove in sixth place only four points outside the medals with 318.

Seventh places went to Oliver Dingley in the A group 1m (459.45) and James Milton in the B group 3m.

Synchronised swimming

At the 2009 European junior synchronised swimming championships held in Gloucester in April, Russia won all five golds. Britain was not expecting any medals – national performance director Biz Price made that quite clear beforehand – but our girls reached three finals, moved up one position in the duet rankings and secured eighth place in the combination. They also equalled their position in the 2008 team event and finished three places higher in the figures.

Cherry Wilson was the highest placed Brit in figures with 72.104 ranking her 73rd. The British team claimed 10th place in the free team event, mirroring their 2008 result, after a good performance brought 79.167. Joint captain Cherry Wilson said: 'It went really well. We had corrections going into the final and they all went well. We all really enjoyed it.' Cherry also swam the free solo for 12th in the prelims, whilst her and Katie Clark were 11th in the duet final with 79.167.

The British Gas Synchro Team claimed 10th place in the team free event at Gloucester



Section five

VISION

Equity and ethics – ensuring a level playing field for all

Swimming believes in the principle of sports equity and fair play to deliver the Mission.

WINNING ATHLETES

Swimming will:
Ensure there is a mechanism in place to overcome cultural barriers to achieving excellence by minority groups.
Ensure selection policies are objective, well communicated and clear.
Provide a framework of athlete friendly procedures that deal with doping infractions in a timely and just manner.

Team and board members will reflect the community in Great Britain.
Selection policies will be published three months prior to each event.
A minimum of 60 'out of competition' dope tests per year will be carried out.
A minimum of 10 dope tests per event will be carried out.
All athletes on the elite programmes will be educated on doping protocols and regulations.

05. Equity and ethics

British Swimming last year underlined its commitment to achieving equality by becoming the first British governing body to gain the Intermediate level of the Equality Standard for Sport following a joint submission with the ASA.

British Swimming will continue to consolidate its position regarding the Intermediate level and will work towards the Advanced level.

An equality impact assessment for Elite Swimming is due by March 2010 which will seek to safeguard British Swimming's commitment to equality and diversity in its key areas of influence. The assessment will identify areas where British Swimming needs to mitigate possible negative impacts and strengthen positive equality impacts.

Of the 10 members of the GB Board, (chair, three English representatives, one from Scotland and Wales, and four specialist members), eight are men though the athlete representative is female swimmer Kathryn Evans.

All Selection Policies are published three months prior to each event. All British Swimming staff and senior coaches undergo equality training and briefing sessions as part of their induction.

Comprehensive drug testing programme

One hundred and seventy seven samples were collected by UK Sport through the out of competition dope testing programme, of which

seven were second samples, whilst 43 tests were also taken from the extensive in-competition programme. British Swimming has its own anti-doping rules. These rules are adopted and implemented in compliance with British Swimming's responsibilities to the World Anti-Doping Agency (WADA), FINA and UK sport.

In May 2007, we launched our Education Model Guidelines through UK Sport to enable us to implement strategies and plans for the delivery of education and information programmes. Swimming was one of the first sports to complete these and they can be downloaded from:
www.100percentme.co.uk.



Myles Crouch-Anderson, gold medallist at European Youth Olympics 2009

Section six	Governance, structures and partnerships - delivering the sport with integrity
VISION	Swimming, as a major sport, recognises the importance of ensuring that business activities follow best practice in corporate governance and that clear lines of responsibility, accountability and reporting are in place.
WINNING ATHLETES	Swimming will: Ensure all board members are aware of their corporate responsibility. Develop strong partnerships to ensure swimming has a voice at all critical levels of sports governance. Ensure there is a comprehensive communication strategy in place. Ensure there is a solid infrastructure, providing the platform for the technical experts to work.
	Key members of the Federation will represent swimming on policy-making forums. Comprehensive communications strategy developed and implemented. All board members trained on good corporate governance and best practice. Solid infrastructure and technical tools in place.

06. Policy making

British Swimming continues to recognise the importance of placing members in policy-making roles in the international arena and has been working proactively to secure seats on various FINA committees, as detailed on page 13.

Inclusion on various leadership programmes is also considered of prime importance and we continue to nominate suitable staff and volunteers for inclusion on these programmes.

Representatives on policy making forums include Chris Holmes, member of the UK Sport Board, Tim Reddish, Chair of the British Paralympic Committee, Yvette Heywood, member of the Youth Committee of the European Non-Governmental Sport Organisations.

Craig Hunter is an alumni member of the UK Sport International Leadership Programme, Charlotte O'Neill has completed the programme and Katie Brazier has embarked on the new programme. Melanie Beck is completing the UK Sport Women and Leadership Programme and Rachel Washington has been selected for the new intake.



Communications

Following the re-structure of the Communications department last year, the team has continued to work well under the new format of ensuring staff are dedicated to British Swimming and High Performance Swimming. Close links have been formed by these members of staff with the elite athletes and staff which has helped to handle the increased media interest following the growth in success. An in-house designer has been added to the central team which will ensure more promotional and marketing material can be designed in house.

A decision has now been taken to employ a full time Marketing and Communications Director to lead this team as our activities continue to expand.

TV

The challenge remains to gain TV coverage. As with previous years through the financial support of our event funding partners, UK Sport, Manchester City Council, Sheffield City Council, Gloucester City Council and the Regional Development Agencies, we have been able to gain TV coverage of the 2009 international events hosted in the UK.

For the FINA World Diving Series in Sheffield, a live international feed was provided and a highlights package shown on Sky Sports. Highlights packages have also been provided and shown on Sky Sports of the LEN European Junior Synchronised Swimming Championships and the LEN Women's European Nations Trophy Water Polo Championships.

A multi-platform broadcast strategy is currently being developed with the support of a consultant who has worked in senior positions at both BBC Sport and Channel 4 Sport, with the objective of developing and engaging in long term broadcast partnerships.

Athlete Exposure

Current and retired athletes continue to support the promotion of the sport and our various events and programmes at all levels including the Kellogg's ASA Awards Scheme, Get Safe 4 Summer, Kellogg's Swim Active, British Gas Pools 4 Schools programme and hosting VIPs at international events hosted by British Swimming.

Corporate

The British Swimming Board, under the chairmanship of Alistair Gray, has undertaken a strategic planning weekend which has led to the creation of working groups to build on the success of the Board with the aim of moving from 'Good to Great.' The Board also met to review their performance to date and to take on board any changes to ensure a programme of continual improvement.

A full review of the risk policy, strategy and framework commenced during the year and revised risk registers are available in draft form. A full audit of the travel department was undertaken and a tender process followed for the appointment of the travel agency for the next three years.

The Audit and Probity committee has found both British Swimming and HPS Ltd fit for purpose.

Cassie Patten, Nick Robinson Baker and Sam Hynd with children from Manchester at the renewal of the Kellogg's sponsorship.

Paralympic world cup

Following their fourth place finish (behind the USA, China and Ukraine) in the 2008 Paralympic Games medal table with 41 medals (11 gold, 12 silver and 18 bronze), the main event for Britain's disability swimmers in 2009 is the European championships in Iceland in October.

However, the BT Paralympic World Cup in Manchester in May gave a good indicator of our swimmers' desire to do well in October.

Britain dominated winning a total of nine gold, four silver and six bronze medals. Eleanor Simmonds opened the event with the S6 100m freestyle, took charge early on and, after an impressive final 50m, took a second off the world record with 1:16.21.

'I am really happy with that record,' Simmonds said. 'It was really shocking but really good. The 100m isn't my main event but I've been working hard and to break the record again is great.'

Natalie Jones swam a strong race for silver in 1:20.14.

Heather Frederiksen looked on course for a world record in the S8 100m backstroke but her winning time of 1:14.96 was just outside. Jessica Long (USA) was second in 1:21.61 with Britain's Rachel Latham third in 1:22.91.

'I was hoping to swim fast and to swim hard and strong,' Frederiksen said. 'It is great that I have got Jess to race against. My training hasn't really gone to plan over the past couple of weeks but to swim a 1:14.9 is unbelievable.'

The first of birthday boy David Roberts's two gold medals came in the S7 50m freestyle. He touched in 28.56 just ahead of Matt Walker (28.72). Roberts later won the 100m freestyle in 1:03.34 after dominating from the start. Walker took the bronze in 1:05.78. 'It has been a good way to spend a birthday,' said Roberts. 'It is tough doing back-to-back racing but it has been good.'

In the S8 400m freestyle, Sam Hynd showed why he holds both the world record and the Paralympic title. He opened a gap of five seconds in the first 150m and ended up eight seconds clear in 4:27.50. Britain's Sean Fraser was third in 4:39.12. Hynd believed he was reaping the first rewards of his recent altitude training.

The women's S9 50m freestyle produced a clean sweep of medals for Britain. Four-time Paralympic medallist Louise Watkin took gold in 29.41, Stephanie Millward silver in 29.63 and Lauren Steadman bronze in 30.53.

'We went into the race thinking we could all come out with one, two or three no matter where we were placed,' said Watkin. 'We got what we wanted and it is all good for everyone and for the team. Competing at home really spurs us on and seeing supporters from Beijing is great. It is really nice for us to see the same supportive faces over and over again.' Watkin also won silver behind her Beijing rival Natalie Du Toit in the S9 100m freestyle. She touched in 1:03.47 just one second behind Du Toit, who won gold in 1:02.42.

Millward took her second medal of the day – silver in 1:03.90.



Heather Frederiksen narrowly missed out on a world record in the S8 100m backstroke



Eleanor Simmonds took a second off the S6 100m freestyle world record

David Roberts's two gold medals came in the S7 50m freestyle and the 100m freestyle



Section seven	Monitoring and evaluation
VISION	Swimming recognises that there is a need to establish clear lines of responsibility, accountability and reporting.
WINNING ATHLETES	Swimming will: Ensure that the progress of athletes, coaches, teachers, officials and clubs can be tracked so that the implementation of development programmes continues to be effective. Put in place a system that can monitor and evaluate the progress and achievements of programmes and initiatives, delivered by the network of strategic partners.
	Centralised tracking system implemented. Standardised monitoring and evaluation system in place.

07. Monitoring and evaluation

With the restructure of British Swimming's World Class Programme for swimming the key focus for Sport Science and Sport Medicine was the set-up and implementation of a service platform that is an integral component of the daily training and national team environments, and is focused on enhancement of competitive performances.

To achieve this, British Swimming (BS) worked closely with the Home Country Sports Institutes (HCSIs) to establish partnerships to engage specialist staff and services to provide WCP swimmers and their coaches with a seamless, integrated world-class SSSM support. Partnerships with the English Institute of Sport, Scottish Institute of Sport, Sports Council for Wales, University of Bath and UK Sport were established. The framework for these partnerships is a strong, open, performance orientated relationship, one based on trust, respect and mutual commitment; and led by British Swimming.

Service delivery model

British Swimming has focused the delivery of SSSM support to swimmers around the five ITCs - (Loughborough, Stirling, Swansea, Bath and Stockport).

A comprehensive package of SSSM support around the ITCs and their respective service areas, come under the management and guidance of newly appointed SSSM Manager, Andrew Logan.

The objectives are:

- 1 To provide a seamless, integrated world-class support service within the daily training and national team environments that positively impacts upon swimmer performance.
- 2 To actively develop a vibrant, challenging, performance orientated culture, which is embraced, and led by the coaches.
- 3 To provide services that work to an ethos of core delivery, evolution and revolution (including research and technology development).
- 4 To continuously develop the skills of practitioners and coaches involved with British Swimming to ensure the data and services provided lead to the optimal training environment that maximises performance outcomes.

To achieve these aims, two discreet but overlapping concepts were identified.

Service delivery and development – which reflects the service provision within the daily training environment and camps and competitions programme. In the first year, the focus was setting-up and purchase of equipment that included video trolleys, above and below cameras; race analysis desk top kiosks, and SSSM consumables to enable the delivery of quality base line services for all designated swimmers and coaches

Service research and innovation – four key impact areas were identified and are being led

by the performance scientist. Partnerships and project work is being undertaken in collaboration with UK Sport, Sheffield Hallam and Loughborough University. The four key impact areas are:

**athlete preparation
race analysis
starts and turns
power, propulsion and drag**

The service delivery model is based on the support to athletes and coaches being delivered via a mixture of centrally located staff and staff based locally at the ITCs:

Services delivered primarily via a central resource are:

**BS full time SSSM Manager
BS full time Biomechanist
BS full time Performance Nutritionist
BS Chief Medical Officer (pt contractor)
BS Medical Officer (pt contractor)**

Services to be delivered via a local resource based at each of the respective ITCs

- Five full time BS Performance Scientists,
 - Five physiotherapists, one of which is the full time, the others are 0.6 delivery roles.
 - Five Strength and Conditioning positions, one of which is the full time position, the others are 0.6 delivery roles.
 - Three Performance psychologists, one of which is a 0.8 position, the others are 0.2 delivery
 - Five Soft-tissue therapists – 0.2 delivery
- Access to sport physicians by appointment

British Swimming Limited Abridged Accounts

The following information has been extracted from the full statutory accounts, which are available on request from the company's registered office at: Harold Fern House, Derby Square, Loughborough, Leicestershire LE11 5AL

Directors' Report for the year ended 31 March 2009

The Directors present their annual report and the financial statements of the Company for the year ended 31 March 2009.

Statement of Directors' responsibilities

The Directors are responsible for preparing the annual report and the financial statements of the Company in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements of the Company for each financial year. Under that law the Directors have elected to prepare the financial statements of the Company in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements of the Company are required by law to give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements of the Company, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- prepare the financial statements of the Company on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements of the Company comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Principal activities

The principal activities of the Company in the period under review were to regulate and administer the sports of swimming, diving, synchronised swimming, water polo, disability swimming and open water swimming at the Great Britain level, and to fund the programmes of those sports, principally in the areas of Officials development to international standard and domestic competition whilst ensuring a solid platform of best practice corporate governance.

Directors

The Directors who served during the year were:

C L Baillieu (resigned 30/11/2008)
 A M Clarkson (resigned 21/01/2009)
 S Greetham
 R M K J James
 S Rothwell
 A W Clark
 G S S Davis
 K Evans
 M Campbell
 J C Hunter
 M J Power
 D Sparkes (appointed 22/11/2008)
 A W Gray (appointed 24/11/2008)
 W Hatton (appointed 01/07/2009)

The Company is limited by guarantee and does not have any share capital.

Results

The surplus for the year, after taxation, amounted to £43,266 (2008 - deficit £6,613). The company has continued to invest from its successful commercial programmes to accelerate the modernisation of the sport across the UK, as well as continuing to make significant monetary commitments to the nationwide development of swimmers, officials and administrators.

In accordance with the Memorandum and Articles of Association, no dividend can be paid and this is unchanged since incorporation.

Review of developments and future prospects

2008/09 was the final year of the current UK Sport funding programme. Work has continued to develop a mix of sponsorship and grant funding, with further arrangements in place for 2009 - 2013 providing a sound financial basis for the sport going forward.

Financial instruments

The Company finances its operations using bank balances plus debtors and creditors. The cash flow is regularly monitored.

Risks and uncertainties

The Company is classed as a 'medium-sized' company and, as such, the Directors strive to apply the principles and procedures of good corporate governance as set out in the various codes of practice. The senior management team maintains a risk register which is reviewed by the Audit and Probity Committee (sub-committee of the Board), which reports to the board of Directors.

The major financial risks currently facing the Company are considered to be:

- A reduction in the willingness or ability of public sector grant making bodies to support the activities of the company and of the Home Country associations
- A reduction in sponsorship for commercial reasons or non-achievement of desired outcomes

Provision of information to Auditors

Each of the persons who are Directors at the time when this Directors' report is approved has confirmed that:

- so far as that Director is aware, there is no relevant audit information of which the Company's auditors are unaware, and
- that Director has taken all the steps that ought to have been taken as a Director in order to be aware of any information needed by the Company's auditors in connection with preparing their report and to establish that the Company's auditors are aware of that information.

Auditors

The auditors, haysmacintyre, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board and signed on its behalf.

A Gray

Company Secretary
 Date: 26 September 2009

Income and Expenditure Account for the year ended 31 March 2009

	2009 £	2008 £
INCOME	1,670,840	1,075,014
Direct costs	(1,132,400)	(744,182)
GROSS SURPLUS	538,440	330,832
Administrative expenses	(499,288)	(346,894)
OPERATING SURPLUS/(DEFICIT)	39,152	(16,062)
Interest receivable	5,136	11,811
SURPLUS/(DEFICIT) ON ORDINARY ACTIVITIES BEFORE TAXATION	44,288	(4,251)
Tax on surplus/(deficit) on ordinary activities	(1,022)	(2,362)
SURPLUS/(DEFICIT) FOR THE FINANCIAL YEAR	43,266	(6,613)

All amounts are derived from continuing operations.

All recognised gains and losses are included in the income and expenditure account.

A separate movement of funds statement is not provided as there are no charges for the year other than the retained surplus in the income and expenditure account.

Balance Sheet as at 31 March 2009

	£	2009 £	2008
FIXED ASSETS			
Tangible fixed assets		188	343
CURRENT ASSETS			
Debtors	423,558	257,657	
Cash at bank and in hand	2,447,504	296,998	
	<u>2,871,062</u>	<u>554,655</u>	
CREDITORS: amounts falling due within one year	<u>(2,667,328)</u>	<u>(394,342)</u>	
NET CURRENT ASSETS		<u>203,734</u>	<u>160,313</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>203,922</u>	<u>160,656</u>
CAPITAL AND RESERVES			
Income and expenditure account		<u>203,922</u>	<u>160,656</u>
		<u>203,922</u>	<u>160,656</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

A W Gray

Director

Date: 26 September 2009

R M K J James

Director

Date: 26 September 2009

High Performance Swimming Limited Abridged Accounts

The following information has been extracted from the full statutory accounts, which are available on request from the company's registered office at: Harold Fern House, Derby Square, Loughborough, Leicestershire LE11 5AL

Directors' Report for the year ended 31 March 2009

The Directors present their annual report and the financial statements of the Company for the year ended 31 March 2009.

Statement of Directors' responsibilities

The Directors are responsible for preparing the annual report and the financial statements of the Company in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements of the Company for each financial year. Under that law the Directors have elected to prepare the financial statements of the Company in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements of the Company are required by law to give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements of the Company, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements of the Company on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements of the Company comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Principal activities

The principal activities of the Company in the period under review were to administer and deliver World Class Performance Programmes in Great Britain for the sports of swimming, diving, disability swimming, synchronised swimming and water polo on behalf of British Swimming. In particular these responsibilities included the preparation and selection of Great Britain teams to compete in European and World Championships, Olympics and Paralympics.

Directors

The Directors who served during the year were:

C L Baillieu (resigned 30/11/2008)

S Greetham

R M K J James

S Rothwell

A W Clark

M Campbell

A W Gray (appointed 24/11/2008)

Results

The surplus for the year, after taxation, amounted to £Nil (2008 - £Nil).

The Company's funding is provided by revenue grants from UK Sport and is matched with expenditure.

Future developments

Grant funding from UK Sport has been secured from 1st April 2009 until 31st March 2013. Funding over the next quadrennial cycle has been increased by £8,976,099 from £38,251,196 in 2005-2009 to £47,227,295 in 2009-2013. This funding will be used to ensure the key performance indicators outlined in British Swimming's 4 year strategic plan submitted to UK Sport are met.

Financial instruments

The Company finances its operations using bank balances plus debtors and creditors. The cash flow is also regularly monitored.

Risks and uncertainties

The Company is classed as a 'medium-sized' Company and, as such, the directors strive to apply the principles and procedures of good corporate governance as set out in the various codes of practice. The senior management team maintains a risk register which is reviewed by the Audit and Probity Committee (subcommittee of the board), which reports to the board of directors.

The major financial risks currently facing the Company are considered to be:

- A reduction in the willingness or ability of public sector grant making bodies to support the activities of the company and of the home country associations.
- The non-achievement of key performance indicators agreed with UK Sport for the next quadrennial cycle 2009 - 2013.

Provision of information to Auditors

Each of the persons who are Directors at the time when this Directors' report is approved has confirmed that:

- so far as that Director is aware, there is no relevant audit information of which the Company's auditors are unaware, and
- that Director has taken all the steps that ought to have been taken as a Director in order to be aware of any information needed by the Company's auditors in connection with preparing their report and to establish that the Company's auditors are aware of that information.

Auditors

The auditors, haysmacintyre, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board and signed on its behalf.

A Gray

Company Secretary
Date: 26 September 2009

Income and Expenditure Account for the year ended 31 March 2009

	2009 £	2008 £
INCOME		
Direct costs	10,582,455 (5,528,385)	8,464,665 (4,348,017)
GROSS SURPLUS	5,054,070	4,116,648
Administrative costs	(5,110,305)	(4,192,155)
OPERATING DEFICIT	(56,235)	(75,507)
Interest receivable	71,183	94,320
SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION	14,948	18,813
Tax on surplus on ordinary activities	(14,948)	(18,813)
SURPLUS/(DEFICIT) FOR THE FINANCIAL YEAR	-	-

All amounts are derived from continuing operations.

All recognised gains and losses are included in the income and expenditure account.

A separate movement of funds statement is not provided as there are no charges for the year other than the retained surplus in the income and expenditure account.

Balance Sheet as at 31 March 2009

	2009 £	2008 £
CURRENT ASSETS		
Debtors	510,852	342,563
Cash at bank and in hand	1,328,007 <u>1,838,859</u>	911,669 <u>1,254,232</u>
CREDITORS:		
amounts falling due within one year	<u>(1,838,859)</u>	<u>(1,254,232)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES	-	-
CAPITAL AND RESERVES		
Income and expenditure account	-	-

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

A W Gray

Director

Date: 26 September 2009

R M K J James

Director

Date: 26 September 2009

Thank you

British Swimming would like to place on record its sincere appreciation to all the volunteers and professional staff in the three constituent countries who contributed to both domestic and international programmes for the good of the sport.

Thank you to all contributors to this report

Alistair Gray	British Swimming Chairman
David Sparkes	British Swimming Chief Executive
Jane Nickerson	Director of Operations
Anne Adams-King	Director of English Programmes
Wendy Lockton	World Class Operations Manager
Sylvia Armiger	Manager Performance Co-ordination and Support Services
Katie Brazier	Director of Sponsorship
Andrew Logan	Sports Science Manager
Noel Winter	Facilities Manager
Wendy Coles	Athlete Support
Richard Barnes	Assistant Solicitor
Spencer Moore	Head of Workforce Development
Lucy Easters	Events Manager

For production and editing

Peter Hassall	Editor Swimming Times magazine
SWpix	Official photographers to British Swimming

Partners and sponsors

British Swimming wishes to express its thanks to the following companies and organisations for their support during the past 12 months.



Liam Tancock swam to gold and a world record in the 50m backstroke in Rome



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